

2011

# Animal Population Health Institute

## Institute Code

Contents include Institute values, vision, mission statement, strategies, tactics, administrative structure, and operating parameters.



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# ANIMAL POPULATION HEALTH INSTITUTE

## INSTITUTE VALUES

Animal population health is essential for enhancing animal well-being and productivity; humans and the environment benefit from healthy animal populations within the United States and throughout the world.

Population-based research, regardless of political boundaries, is necessary to prevent and control animal disease and provide tangible benefits to producers, livestock owners, managers, consumers, and the global economy.

Population-level research to address animal health issues requires a multidisciplinary approach and use of both field and laboratory-based studies.

## INSTITUTE VISION

APHI strives to be an internationally recognized leader in animal population health research and outreach through effective multidisciplinary collaboration and the development and implementation of creative solutions for animal population health issues.

## INSTITUTE MISSION

The Animal Population Health Institute initiates, coordinates and conducts multidisciplinary research and outreach programs that serve to improve the health and well-being of animal populations, to prevent and control infectious and other important diseases of animals, and to contribute to national and international animal disease policymaking processes by providing a better understanding of disease epidemiology and pathogenesis.

## STRATEGIES TO ACHIEVE MISSION:

- Initiate, conduct, and coordinate research and outreach programs.
- Conduct objective, hypothesis-driven, nonpartisan research concerning animal health and well-being using population-based approaches.
- Assemble appropriate subject matter and technical experts to ensure that well-planned and high quality applied veterinary research projects and activities are completed in a timely manner.
- Share research project outcomes, subject matter knowledge and technical expertise in animal population health by developing outreach programs for local and global presentation to a variety of audiences.
- Enhance learning opportunities for graduate, undergraduate, and professional veterinary medicine students through mentoring and training activities.
- Encourage and promote multidisciplinary collaboration and communication related to animal health issues among CSU departments, federal, state, and local agencies.

## TACTICS TO IMPLEMENT STRATEGIES:

### CREATE INFRASTRUCTURE

- Institute an external advisory group comprised of representatives from animal industries, state animal health officials, and USDA:APHIS:VS to forecast needs of the animal industry.

- Have an institute director and associate director to spearhead activities and direction and to guide activities through a periodic seminar series and through prioritization in granting funding from the Program for Economically Important Infectious Animal Diseases (PEIIAD).
- Create an internal advisory board who represent the various disciplines/functions/activities of the APHI mission.
- Report activities to APHI administration for annual report needs.
- Develop a departmental, college, and university presence to allow APHI to be at the table for discussions regarding future priorities and funding.
- Work to have some available administrative and/or laboratory support for APHI members.
- Work to recruit junior faculty as members and engage them in Institute leadership roles.

#### ARRANGE MEETINGS, SEMINARS, & SOCIAL ACTIVITIES

- Schedule at least one annual meeting of APHI members for sharing activities, accomplishments, and future projects.
- Create additional opportunities for increased collaboration and communication between APHI members.
- Develop local collaborations through educational and social opportunities.

#### PROVIDE RESEARCH/OUTREACH FOCUS

- Prioritize animal population needs that APHI can address on a yearly basis.
- Suggest goals for funding/publications/presentations/outreach activities in relevant areas.
- Engage in laboratory-based research activities such as laboratory test development or validation with a goal of application at the field level.
- Engage in activities to improve tools for detection of animal diseases.
- Engage in activities to measure disease occurrence and identify manageable factors associated with disease occurrence in animal populations.
- Provide seminars and training about APHI work to animal industries.

#### PROVIDE MEMBERSHIP FOCUS

- Enhance membership in APHI by “advertising for those who can build on our areas of expertise and enhance areas that are forecasted to be important in the future” and addressing why an individual should be a member of APHI.
- More clearly define APHI and its purpose so that concrete objectives can be established and attained. “Advertise available resources – personnel and monetary”.
- Strive to have each faculty member engaged in at least one externally-funded grant each year.
- Encourage APHI name/logo use on business cards and in all member presentations. Members may not have a choice to include APHI logo/name when business cards are provided by other departments and entities. However, presentations on APHI-sponsored research/outreach activities should include the Institute name and logo.
  - APHI administrative structure can provide PowerPoint templates for presentations, letterhead, easily downloadable APHI logos, and the like for individuals to use when communicating about APHI projects.

#### FUTURE ISSUES

- Work to secure 9 months of funding for the Associate Director to ensure Institute continuity and support.
- Work to provide administrative support in the area of grant preparation and outreach activities.

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# ADMINISTRATIVE STRUCTURE & OPERATIONS

## ADMINISTRATIVE STRUCTURE

### **INTERNAL ADVISORY BOARD: EXTERNAL ADVISORY GROUP: DIRECTOR: ASSOCIATE DIRECTOR: MEMBERS**

Neither a “program” structure nor a formal section format is desired within APhi. Rather, the Institute should provide focus by “key areas”, as broadly defined in the mission statement and allow groups to develop over time as affinity groups. Outreach is an inherent function in all key areas.

## INTERNAL ADVISORY BOARD

### COMPOSITION:

The Internal Advisory Board is comprised of a maximum of 7 voting members and includes the following:

- Institute Director
  - The Institute Director is an *ex officio* but *nonvoting* member.
    - The Director receives advice and recommendations from the Internal Advisory Board. However, the Director has the prerogative to accept or reject the Internal Advisory Board recommendations with reasons.
- Associate Director is an *ex officio* but *voting* member
- APhi staff representative
- Faculty members who represent key functions, disciplines, and areas as broadly defined in the mission statement in order to be a dynamic entity.
  - The Advisory Board should include at least one junior-level faculty member.
  - The Advisory Board has the opportunity to include up to 5 faculty members to assure coverage of all key areas and disciplines.
- CEAH Representative
  - The CEAH representative is an *ex officio*, non-voting member.
- At-large Representative
  - The at-large representative nominee shall be an APhi member or collaborator who is not a faculty member, staff member, or CEAH employee. These restrictions facilitate broad representation from outside entities that collaborate with APhi.
  - The at-large representative is a non-voting member.
- The Internal Advisory Board has the opportunity to include up to 3 ex-officio liaison representatives from APHIS with CEAH having a permanent position.

### SELECTION PROCESS:

- Nomination Guidelines
  - APhi faculty and staff shall be invited to provide nominations for board membership. The Associate Director will facilitate this process using electronic communications. Within the announcement communiqué, the criteria for advisory board membership shall be provided.
  - Nominee must be a member of APhi.
  - Nominee must accept nomination and be willing to serve in light of likely time commitment.
- A review of the nominee slate will be done by Director and Associate Director to ensure representativeness.

## APHI STRUCTURE & OPERATIONS

- Vote
  - The APhi staff representative is selected by vote of APhi staff members.
  - APhi faculty representatives and the CEAH and at-large representatives are selected by vote of APhi faculty members.

### TERM:

- 3 years, staggered to ensure continuity.
  - Initial election to the Internal Advisory Board will be for a 1, 2, or 3 year term. Thereafter, elections will be for 3-year terms.
- Maximum of 2 back-to-back 3-year terms. An individual can be re-elected to the Advisory Board after an absence of at least a year.

### ROLES & RESPONSIBILITIES:

Internal Advisory Board members provide recommendations to the Director concerning key Institute activities, which are identified in part by the Institute vision, funding potential, global priorities, and appropriate personnel. Internal Advisory Board members participate in the internal management of Institute day-to-day activities, including budgeting issues, at the Director's request.

- Participate in Advisory Board quarterly meetings (conference call acceptable means of participation) or send representative.
- Attend quarterly *combined* Board/entire APhi personnel meetings.
- Work with Institute Director and Associate Director to formulate a priority list of activities & research directions, to implement a collaborative leadership & management plan, and to devise a communication plan to build a cohesive team.
- Be a representative of their area of expertise and provide integration and commitment to APhi's foci at the top level of administrative structure.
- At the discretion of the Institute Director, represent the Institute at meetings and other activities, as needed.

## EXTERNAL ADVISORY GROUP

- The purpose of the External Advisory Group is twofold -- to help APhi stay on course with global matters and external needs and to promote APhi for extramural funding and exposure.
- The composition of the External Advisory Group will be determined by the Internal Advisory Board.
- The External Advisory Group shall meet once per year and/or as needed.

## DIRECTOR

### SELECTION PROCESS:

- Nomination
  - The Internal Advisory Board is the nominating body and shall prepare a ballot of candidates for consideration after meeting with each potential candidate, who can accept/decline the nomination.
  - Full professors within Colorado State University who are members of APhi are eligible for nomination.

## APHI STRUCTURE & OPERATIONS

- Vote
  - Vote by the APHI voting body, which is comprised of APHI faculty and staff members. Graduate students are not considered staff members, unless they have a dual appointment.

### TERM:

- 4 years to coincide with a scheduled University Centers, Institutes, and other Special Units (CIOSU) renewal process, which is held every 2 years.
- The Director is eligible for reappointment with approval and support of Internal Advisory Board and the APHI voting body.

### ROLES & RESPONSIBILITIES:

The Institute Director is the chief administrative officer of the Animal Population Health Institute. The Director has the general responsibility for directing and coordinating all Institute activities necessary to position the Institute to meet its strategic objectives based on input from the Internal Advisory Board and the External Advisory Group.

The Director is responsible for activities and collaborations required to:

- Ensure appropriate representation and promotion of the Institute within Colorado State University and to appropriate external entities.
- Build Institute structure to promote the APHI mission.
- Provide an annual report to Institute members summarizing APHI activities in relation to Institute strategic objectives; the report shall identify and prioritize strategic objectives for the coming year.
- Identify and secure funding for the Institute through submission and administration of relevant grants.
- Foster collaboration among Institute members and identify funding opportunities.
- Supervise Institute staff members within the University rules.
- Serve as a role model and mentor for faculty in conducting interdisciplinary research projects.

## ASSOCIATE DIRECTOR

### SELECTION PROCESS:

- Appointed by the Director with approval of Internal Advisory Board.

### TERM:

- 2 year initial appointment; reappointment with Director and Internal Advisory Board approval.

### ROLES & RESPONSIBILITIES:

The Associate Director (AD) is the chief operating officer of the Animal Population Health Institute. The AD works with the Institute Director to promote the consistent achievement of the Institute mission. The AD works to create and sustain working relationships with Institute faculty, staff, student members and with the University system and advisory boards as deemed necessary by the Institute Director. The AD reports directly to the Institute Director.

The AD is responsible for activities and collaborations required to:

- Build Institute structure to promote the APHI mission;
  - a. Provide leadership in developing programs and plans to build Institute structure with the Institute Director and Advisory Boards and to carry out plans as authorized by the Director.

- b. Coordinate and facilitate meetings, seminars, and other events among APHI faculty, staff, and students.
- Manage day-to-day operations to maintain Institute structure within the Department of Clinical Sciences and the University at large including;
  - a. Maintain official records and documents as necessary.
  - b. Maintain a current roster of faculty, staff and student members.
  - c. Complete University CIOSU reports and required communiqués in conjunction with Institute Director.
  - d. Ensure completion of activities necessary to maintain Institute structure as designated by the Institute Director.
- Support the Institute Director, including acting as director when director is absent.
- Maintain APHI webpage.
- Attend all meetings of Advisory committees.
- Work with the Director to provide an annual report of APHI activities to Institute members.

## MEMBERSHIP

Institute membership is open to Colorado State University faculty, administrative professionals, students, Federal/State employees, and Industry personnel in good standing in their current position, and who have an interest in research and outreach as defined by the Institute's mission. Interested faculty, administrative professionals, and research/outreach collaborators should contact the Associate Director to be included in the Institute. Graduate and undergraduate students must be sponsored by a current APHI member who should forward the names to the Associate Director.

- APHI provides a focus and forum for individuals with common research and outreach goals; membership facilitates collaboration to accomplish professional goals.
- Members are eligible for leadership roles within the Institute and receive access to Institute resources.
- Colorado State University faculty and staff who are APHI members constitute the Institute voting body.

## MEMBERSHIP EXPECTATIONS:

- Membership entails a commitment to abide by the Institute code, attend at least 50% of the quarterly Institute meetings, contribute to Institute seminar programs, and support the Institute by responding to administrative requests in a timely manner.
- There is no formal departmental compensation for time spent on APHI administrative duties. Thus, all who consider serving in an administrative capacity must thoughtfully consider the potential ramifications.
  - Informal compensation comes in the form of research collaboration, outreach programs, and just getting things done. These activities can be folded into the departmental evaluation of an APHI member in the form of research grants, publications, and outreach.
- All APHI members adhere to the principles of scientific integrity, responsibility, accountability, and creativity in research and outreach activities.
- An Institute member can be removed at any time due to unethical behavior or lack of fulfillment of his/her commitment to participate in Institute activities. Removal is based on a majority vote of the Internal Advisory Board.



## OPERATION PROCEDURES

### MEETINGS

- Meetings of the Institute general assembly are held quarterly at a time arranged by the Institute Director in conjunction with the Internal Advisory Board.
  - General Assembly meetings are regularly scheduled and announced in advance to all members.
  - Meeting agendas are distributed at least one week before the regularly scheduled General Assembly meeting. The agenda can include but is not limited to presentations regarding ongoing activities and new projects.
  - The General Assembly meeting is the selected venue for new member introductions who will be asked to provide a short update on their research and outreach activities.
  - The General Assembly meetings will be held jointly with USDA, Centers for Epidemiology and Animal Health.

### INSTITUTE EVALUATION

- The value of the Institute is demonstrated through successful accomplishments in research and outreach activities and is assessed *annually* by its funding, publications, outreach activities, national/international reputation, and other key result areas such as facilities and personnel development.
  - The annual evaluation process will be developed by the Internal Advisory Board, distributed for review by all Institute faculty members, and codified by the APHI voting body.
  - The annual evaluation report shall be based on faculty member responses to requested information and include an assessment of Institute direction and progress toward strategic objectives.
- The annual evaluation report is to be distributed by the Internal Advisory Group to all faculty members and the External Advisory Group for feedback.

### REVIEW OF CODE

The code will be reviewed at least every 5 years or sooner if requested by the Internal Advisory Board. Changes to the code must be approved by two-thirds of the APHI voting body.